

REQUEST FOR PROPOSALS

Douglas County Tax Allocation District #1

Redevelopment Plan

For

Douglas County, Georgia

Request for Proposals Prepared and Issued By:

Development Authority of Douglas County

On behalf of

The Douglas County Board of Commissioners

March 11, 2021

The Development Authority of Douglas County (DADC) is seeking proposals for Consulting Services (the “Services”) in connection with the preparation of redevelopment plans (the “Project”) for the potential financial and redevelopment effectiveness of Tax Allocation Districts in four designated areas in the Douglas County. DADC reserves the right to award the four redevelopment plans separately or as a package.

Subject to the availability of funds and the responses to this Request for Proposals (the “RFP”), DADC will select Consultants to complete the Project. The Consultant must be experienced in preparation of redevelopment plans for tax allocation districts in accordance with Georgia’s Redevelopment Powers Law (GA Code Annotated 36-44-1, et seq., the “Law”).

A pre-proposal conference will be held on Wednesday, March 24, 2021 at 2:00 pm virtually. Registration for this pre-conference webinar can be found at www.ElevateDouglas.com/TAD-RFP . ALL potential respondents are encouraged to attend the virtual pre-proposal conference or review the recorded webinar prior to submitting a response to the RFP. Responses to this RFP are due by 4:00 PM on Wednesday, April 14, 2021.

Detailed submission guidelines and requirements are outlined in the RFP, available as of Thursday, March 11, 2021, [www.elevatedouglas.com/TAD-RFP]. All questions must be submitted in writing to deepa@elevatedouglas.com. Written answers will be provided at the pre-proposal conference and posted on the DADC website.

PART I

BACKGROUND AND PURPOSE

The Development Authority of Douglas County (DADC) is seeking proposals to provide consulting services for preparation of the Redevelopment Plan (the “Project”) for a proposed Tax Allocation District (“TAD”) in Douglas County. The basis for the TAD Redevelopment Plan is the Lee Road Small Area and Corridor Plan (www.elevatedouglas.com/TAD-RFP).

The Lee Road Small Area and Corridor Plan is the result of an approximately 15-month process Douglas County embarked on in Fall 2017 to envision and plan the Lee Road extension area. Douglas County saw the need to consider the impacts of the extent of Lee Road and its potential as an east-west connector for the region. That vision has culminated in the corridor plan to define character area nodes, street cross sections, and coordination between transportation and land uses along the Lee Road Corridor. The Plan focuses on the overall goals established during the planning process:

- Reflect the County’s prior planning efforts
- Engage the public
- Anticipate and guide investments along the corridor
- Preserve natural resources and promote sustainability
- Provide a range of housing options
- Prioritize improved access and non-motorized transportation

The redevelopment imagined through this plan has the potential to impact and drive development over the next 10-20 years and become an iconic, livable node along Highway 92. It provides a mixture of uses, housing options and complete streets to provide greater accessibility for pedestrians and bicycles and an identifiable downtown district for the County.

The plan includes predictable, practical policies capable of being implemented but ambitious enough to draw excitement. A transformative built environment focused on land use and redevelopment; walkability; neighborhood redevelopment and preservation; and economic development make up the components of the final plan. The vision illustrated in the plan draws on the strengths of the community. The plan ensures that the area includes characteristics that make it a unique and attractive regional destination.

DADC is seeking a consultant (the “Consultant”) to prepare TAD redevelopment plans, one for each of the four proposed tax allocation districts above, that outlines the

development potential and financial feasibility of using tax increment financing to stimulate redevelopment in proposed TAD in Douglas County.

PART II

THE CONSULTING ASSIGNMENT

SCOPE OF WORK

The Consultant will perform the following tasks in developing the redevelopment plan and the underlying financial analysis:

- Create an illustrative map and text description of the proposed TAD Redevelopment Area and alternative versions of the areas, if necessary.
- Establish the proposed TAD's current tax base and project potential increases in the tax base that would result from redevelopment in the TAD.
- Estimate the potential future tax revenue generated from growth in the tax base from redevelopment.
- Report on the existing percentage of taxable value of Douglas County and Douglas County Schools property tax digests currently located within TADs.
- Determine whether the taxable value of the proposed TAD, together with the total taxable value of existing TADs in Douglas County or Douglas County Schools, is less than ten percent of the taxable value of the total digest for either government entity.
- Demonstrate that each Redevelopment Area and TAD is eligible as specified by the GA Code §§ 36-44-1, et al, the "Redevelopment Powers Law."
- Provide evidence that the proposed Redevelopment Area on the whole has not been subject to growth and development through private enterprise and would not reasonably be anticipated to be developed without the redevelopment plan and the creation of a TAD.
- Summarize evidence of community blight, distress, underdevelopment, and other factors that have impaired growth and development in the proposed Redevelopment Area.
- Provide projections to support that the proposed TAD meets the goals related to tax increment financing for Douglas County and Douglas County Schools based on the following:
 1. The type and size of projected development and estimated investment value.
 2. A description of the projected infrastructure improvements.
 3. The projected number of jobs retained and/or attained.

4. Projected increase in affordable housing (% of total housing developed and number of units);
5. Projected business and manufacturing operations retained and/or attracted.
6. Projected increase in tax revenue; and
7. Projected school system enrollment.
8. Housing Impact Study: If the redevelopment plan is reasonably expected to displace residents from 10 or more inhabited residential units, a housing impact study should accompany the eligibility study.

In preparing the redevelopment plans the Consultant must compile and analyze existing data and plans. Each TAD redevelopment plan will address past countywide and local neighborhood planning initiatives relating to land use, recreational planning, parks, open space, community amenities, transportation, housing, jobs, and the local economy in general. These plans include, but are not limited to:

- (1) Douglas County Comprehensive Development Plan (CDP) *
 - a. <https://www.celebratedouglascounty.com/614/Plans-and-Studies>
- (2) Douglas County Zoning Ordinance*
 - a. <https://www.celebratedouglascounty.com/612/Unified-Development-Code>
- (3) Scenic ByWay Designation
 - a. <https://www.celebratedouglascounty.com/298/Programs-and-Projects>

Specific plans for the proposed TAD areas include but are not limited to:

- Lee Road Small Area and Corridor Plan

Proposed Financing Alternatives

- Provide a financial summary supporting and comparing the potential bonding capacity of a TAD and the potential of a “pay-as-you-go” TAD including the following:
 - o The estimated pre-TAD tax base;
 - o The projected value of taxable improvements and estimated annual tax increment generated from new development in the district;
 - o Projected size of bond issue supported by incremental tax revenue and creation and termination dates for TAD and the bond issue; and

- o Estimated increment available, methods for leveraging that increment and other mechanisms that would be required if the proposed TAD were to fund some projects on a “pay-as-you-go” basis.

Deliverables

The final products of the planning effort are a Feasibility Study and a Redevelopment Plan and other related materials required to support the creation of a TAD. The Redevelopment Plan must be structured in accordance with the Georgia Redevelopment Powers Act, 36-44-1 through 36-44-23 of the Georgia Code, for establishing a tax allocation district. Five (5) printed copies of the Redevelopment Plan and a summary document with supporting graphics shall be provided to the Development Authority of Douglas County (DADC), along with an electronic file in PDF format (via a link or flash drive). At a minimum, the summary document shall include the following:

- A description of the study process and methodology, data gathering techniques and findings, and general study outcomes
- Documentation of the public input process
- The GIS-based database
- A map specifying the boundaries of the proposed Redevelopment Area and TAD and identifying existing uses and conditions of real property in the proposed Redevelopment Area and TAD
- Description of the proposed TAD
- The rationale for the proposed TAD and Redevelopment Area
- Summarized findings relating to the Scope of Work and requirements for TAD Redevelopment Plans, including:
 - o Transportation and other infrastructures (water and sewer)
 - o Land use and zoning
 - o Socioeconomic conditions
 - o Market conditions and trends
 - o Built environment
 - o Parks and recreation
 - o Cultural activities
- Goals and strategies for redevelopment activities
- TAD eligibility
- Summarized conclusion of TAD impact studies
- Summary of financial projections of the bond capacity supported by the tax increments generated in TAD
- A link or flash drive containing the final document
- A link or flash drive containing GIS shapefiles of all recommendations in a format consistent with existing Douglas County shapefile databases
- A PowerPoint presentation to be used by DADC and County staff for presentations to the public, elected officials and other stakeholders
- A one-page summary to be handed out at presentations

PART III

INFORMATION AND INSTRUCTIONS TO RESPONDENTS

DADC will select Consultants to complete the Project. The Consultant must be experienced in preparation of redevelopment plans for tax allocation districts in accordance to Georgia's Redevelopment Powers Law (GA Code Annotated 36-44-1, et seq., the "Law").

OBJECTIVES: DADC is seeking a consultant (the "Consultant") to prepare four distinct redevelopment plans, one for each of the four proposed tax allocation districts above, that outlines the development potential and financial feasibility of using tax increment financing to stimulate redevelopment in these four areas of the Douglas County. The primary objectives of the study are:

1. Determine the current tax base, demographics, land use, and median household income. Recite the last known assessed valuation of property within the redevelopment area and the estimated assessed valuation after redevelopment;
2. Specify the boundaries of the tax allocation district;
3. Explain the proposed uses of real property within the redevelopment area after redevelopment has occurred;
4. Describe the redevelopment projects to be undertaken under the plan, along with estimates of their cost and method of funding;
5. Include estimates of redevelopment costs to be incurred during the course of implementing the redevelopment plan;
6. Project the economic impact on redevelopment opportunities;
7. Describe any relocation payments proposed to be authorized by the redevelopment plan;
8. Include a finding that the redevelopment area has not been subject to growth and development and would not reasonably be anticipated to be developed without the approval of the redevelopment plan;
9. Include a statement that the proposed redevelopment plan conforms with the local comprehensive plan, master plan, zoning ordinance, and building codes of the initiating jurisdiction or explain any exceptions;

10. Provide adequate protections from substantial alteration and/or demolition to historic property within the redevelopment area that is to be redeveloped under the plan;
11. Specify the proposed effective date for the creation of the tax allocation district and the proposed termination date;
12. Contain a map specifying the boundaries of the proposed tax allocation district and showing existing uses and conditions of real property within the TAD;
13. Specify the estimated base assessed value of property within the proposed TAD;
14. Specify which participating jurisdictions' property taxes are to be included in the calculation of incremental tax revenues of the TAD (supported by the required consent resolutions from such jurisdictions);
15. Indicate the amount of any proposed TAD bond issue or issues and the term(s) and assumed rate(s) of interest applicable to TAD bonds;
16. Provide estimates of the amounts of incremental tax revenues that will be available to pay TAD bond principal and interest over their proposed term(s);
17. It must also specify any other property to be pledged as security for payment of any proposed TAD bonds; and
18. Prepare a final report, presentation materials, GIS maps and shapefiles and financial model suitable for presentation to Douglas County Board of Commissioners and Douglas County Schools.

COST OF SERVICES: Respondents should provide detailed information regarding total cost for the services proposed under this Request for Proposals and a separate breakdown of rates for individuals or firms performing services and reimbursement of expenses.

PROPOSAL DEADLINE: Responses to this Request for Proposals must be received by the DADC at the offices of the Douglas County Chamber located at 6658 Church Street, Douglasville, GA 30134, Attn: Michelle Crist for Chris Pumphrey, Executive Director no later than 4:00 pm on April 14, 2021. The proposals will not be opened publicly; only the names of the respondents shall be read aloud. Any proposals received after the time stipulated will not be considered and will be rejected and returned to the respondent. Proposals must be responsive to all requirements outlined herein. The delivery of the proposal to DADC prior to the proposal deadline is solely and strictly the responsibility of the respondent. DADC will in no way be responsible for delays caused by the United

States Postal Service, Federal Express or other couriers or delays caused by any other occurrence. Fax proposals are not acceptable. DADC may, for good and sufficient reason, extend the response deadline, in which case all respondents that have attended the encouraged pre-proposal conference shall be sent notification of the new date and time.

SELECTION PROCESS AND NEGOTIATION: Selection will take place as follows.

(1) Proposals: DADC will select one or more proposals from among those proposals submitted by the qualified respondents. Selection criteria for proposals are listed in below in the section marked "Proposal Selection Criteria." Further evaluation may include an oral interview with the most responsible and responsive respondents.

(2) Negotiations: DADC and the successful Respondent will negotiate a contract promptly after selection. The contract will provide for the selected respondent to complete the Scope of Work described in the RFP in final form by April 30, 2021. If a mutually satisfactory contract cannot be reached with the selected respondent, DADC will enter into negotiations with the second-place respondent as determined under the selection criteria.

SCHEDULE: It is anticipated that the solicitation and proposal process shall be conducted in accordance with the following schedule: provided, however, that DADC reserves the right to modify this schedule in its discretion.

Advertisement of RFP: March 11, 2021
RFP Available: March 11, 2021
Mandatory Virtual Pre-Proposal Conference: March 24, 2021
Deadline for Questions regarding RFP: March 26, 2021
Responses to RFP Questions Posted by: March 29, 2021
Proposals Due: April 14, 2021 by 4:00 pm EST
Oral Interviews: Week of April 19, 2021
Contractor selected: by April 30, 2021
Contract for services completed: week of May 3, 2021
Draft Redevelopment Plan Due: August 25, 2021 by 4:00 pm EST
All services and deliverables submitted: September 20, 2021 by 4:00 pm EST

FORMAT OF RESPONSE: To be considered, respondents must submit a complete response to this Request for Proposals. The format provided in this section is not negotiable. All proposals are due by 4:00 pm on Wednesday, April 14, 2021. Please submit concise proposals, of no more than 15 pages, to DADC via mail or courier in an envelope sealed and labeled with the project name and delivered to:

Development Authority of Douglas County
C/O Douglas County Chamber
Attn: Michelle Crist for Chris Pumphrey, Executive Director
6658 Church Street
Douglasville, GA 30134

Please provide five (5) copies of your proposal and one digital link via email to deepa@elevatedouglas.com along with a cover letter. Faxed submissions of proposals will not be accepted.

Any supplemental instructions issued by DADC shall be written in the form of an addendum and sent to all attendees of the encouraged pre-proposal conference. Failure of any respondent to receive an addendum or email interpretation of this RFP shall not relieve the respondent from any obligation under the RFP. All addenda will become an integral part of this RFP. The proposal should include all required submittals. Failure to include each and every submittal may result in the rejection of your proposal. Proposals should be clear and concise. It will be assumed that you have fully complied with the specifications unless deviations are clearly noted on a separate page labeled "Deviations from Specifications."

CHANGES IN SCOPE OF SERVICES: DADC may, from time to time, request changes in the Scope of Work to be performed by the selected respondent. No such change shall increase or decrease the amount of compensation to be paid to the selected respondent unless and until the parties enter into a written amendment to the contract for the Scope of Work outlined in the Consulting Assignment as contained in Part II herein.

CONFLICT OF INTEREST: The selected respondent shall be a firm or team of firms that has no conflict of interest concerning its entry into a formal contract with DADC requiring execution of the Scope of Work described in this RFP. Any potential conflicts of interest must be explained in your proposal.

REQUIRED SUBMITTALS: Each section of your proposal should include tabs that clearly and distinctly label and separate the following required sections.

1. **COVER LETTER:** Include a cover letter indicating the full name and address of your organization and the branch office or other subordinate element that will perform or assist in performing the services described. Please indicate the name of the senior contract person for your firm or team on this engagement, the office location from which the DADC will be served, appropriate telephone and facsimile numbers, email addresses and acknowledgment of the ability to commit your firm or your team to the contents of this proposal and any other information you feel to be relevant. Please limit your letter to two pages. Indicate whether you operate as an individual, partnership or corporation or team of any of the foregoing. Include the state in which you are

incorporated or licensed to operate. If the respondent is a corporation, then a completed corporate disclosure statement must be submitted with this proposal.

2. BACKGROUND AND EXPERIENCE OF RESPONDENT: Through the response to the specific requests below, the respondent should clearly state its skills and experience in a manner that demonstrates its capability to conduct a feasibility study and a redevelopment plan consistent with the objectives herein. If applicable, please highlight projects in which members of your proposed development team have worked together.

1. A description of experience within the past ten (10) years related to:

- i. Tax allocation district proposals or operations.
- ii. Transit-oriented development.
- iii. Land use planning.
- iv. Park and/or greenspace planning, acquisition, development, or enhancement.
- v. Pedestrian-oriented and streetscape projects.
- vi. Workforce housing initiatives or projects.
- vii. Mixed-use project(s) involving a combination of retail, office and/or residential components.
- viii. All project experience within Douglas County.
 - a. Scope of the project.
 - b. Location of the project.
 - c. Role(s) of proposed personnel/team member(s) on the project.
 - d. Client reference name, phone number and specific authorization to contact them.

2. A description of each of the above-mentioned projects must include the following (describe projects only once):

3. Resumes of personnel (or, if a team, team members) to be involved in the proposed project, including: education and professional licensing, specific relevant experience, and specific role in proposed project.

3. THE PROPOSALS: The Proposal section for each redevelopment plan must include the following:

1. Executive summary
2. Project team information on all team members who will work with DADC on this project, including their summary of qualifications, list of similar completed projects, relevant experience, and contact person.
3. Approach including a detailed work plan, description of deliverables and unique approaches to this work based on experience on similar projects
4. Professional references for each significant team member from recent clients on similar projects.

5. Costs of the consulting services, including costs of overhead, subcontractors, if any, and expenses to complete each redevelopment plan. Separate cost estimates for each redevelopment plan must be submitted.

4. ABILITY TO COMPLETE DESCRIBED SCOPE OF WORK: Your response to this section should demonstrate your ability to fulfill the Scope of Work listed in the Consulting Assignment as contained in Part II herein.

5. MBE/FBE PARTICIPATION: DADC seeks consultants who are committed to the practice of non-discrimination in the selection of team members and relationships with subcontractors and will take into consideration the participation of Minority and Female Owned Business Enterprises, if any, in the evaluation process. All respondents shall include specific information regarding Minority and Female Owned Business Enterprise participation, if any.

6. REFERENCES AND ADDITIONAL INFORMATION & COMMENTS:

Include any other information that you feel is pertinent but not specifically asked for herein. Please also provide personal and professional references that would allow the DADC to further qualify the respondent's ability to accomplish the proposed development.

PROPOSAL SELECTION CRITERIA: DADC will select one or several consultants from those submitted by qualified respondents using the selection criteria below. Further evaluation may include oral interviews and presentations from a short list of qualified respondents. DADC reserves the right to issue one or more contracts to complete the project. Each criterion will carry a relative weight in the overall selection process. DADC reserves the right to select a respondent that, in the opinion of the DADC, demonstrates the strongest overall compliance with the stated criteria, regardless of the relative cost of the respondent's services.

- A. 1. Consultant's demonstration of understanding of the project as set forth in the project approach section of Consultant's submission
- B. Consultant's submission of a work plan that meets the time requirements of the DADC
- C. A well-qualified, experienced project team with evidence of capabilities and resources to successfully complete the project
- D. Working knowledge of Douglas County planning and redevelopment practices, regulations, and procedures
- E. Experience with tax allocation districts and tax increment finance techniques and analysis

- F. Experience with tax increment bond financing and “pay-as-you-go” tax increment financing methods.
- G. The role of Minority and Female Owned Business Enterprises.
- H. Reasonable cost of the respondent’s services to fulfill the RFP requirements and availability of funds at DADC.

CONTACT PERSONS: Questions concerning any aspect of this project, including the proposal process, should be directed to Chris Pumphrey, Executive Director, Development Authority of Douglas County Via email at Chris@ElevateDouglas.com, please include “TAD RFP” in email subject line. Questions regarding the RFP and the Scope of Work should be made by email to Deepa Xavier at deepa@elevatedouglas.com prior to 5:00 p.m. on March 26, 2021.

Any reply will be made in writing and distributed to all pre-proposal conference attendees. Oral answers will not be authoritative.

RIGHT TO SUBMITTED MATERIALS: All proposals, responses, inquiries, or correspondence relating to or in reference to this RFP and all reports, charts, displays, schedules, exhibits, graph, maps and other documents provided by the respondents will become the property of DADC when received. DADC shall have the right to use any ideas presented in the proposals, whether the proposals are selected or rejected.

DISCLAIMER: The information contained herein is provided solely for the convenience of respondents. It is the responsibility of all respondents to assure themselves that information contained herein is accurate and complete. DADC does not provide any assurance as to the accuracy of any information in this proposal. Any reliance on the contents of this RFP or any communications with DADC shall be at the respondent’s own risk. DADC shall have no liability or obligation with respect to this RFP, or the selection and award process contemplated hereunder. All costs incurred by a respondent in preparing and responding to this RFP are the sole responsibility of the respondent. All respondents to this RFP fully acknowledge all provisions of this Disclaimer and agree to be bound by its terms.